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curly spoke of the creation of the National Indications Center (NIC). Using Allen Dulles' words he described it as follows:

Carbon Copies

"It works on a 24-hour basis. Anything coming in would go to our (CIA) watch officers and to comparable watch officers in the Pentagon. If these officers felt that this intelligence showed up a critical situation, we would immediately call a meeting of the Intelligence Advisory Committee. . . . At any time of the day or night this Committee would sit down and go over any critical intelligence and make an immediate report to the President and National Security Council. The machinery is there to function, and unless there was a human failure, it would function."

"Yes, there is such an animal as the National Indications Center," admitted an intelligence officer. "It still exists today in the format described by Dulles. In addition, every self-respecting member of the intelligence community has a carbon copy of the NIC. State has one; it was one of Rusk's proudest achievements at the insistence of Roger Hilsman, his intelligence aide. CIA, of course, was ahead of the rest of the community. It has an elaborate setup. The military at both DIA and National Security Agency have such setups."

"The centers go by different names depending on which agency one is discussing. CIA calls it the Watch Office; DIA named it the Alert Center; State calls it the Operations Center; and NSA has a Command Post. Even the Joint Chiefs of Staff got on the bandwagon. They have the National Military Command Center."

Imminent Hostilities

Awed by the impressive network, *Government Executive* next asked: Who's in charge? The consensus was that no one person really is in charge. Everybody gets into the act. NIC, today, in the opinion of most, has been overtaken by events. It is sort of passe. A weekly report to the President tells him that hostilities with a foreign country do or do not appear imminent. The report contains several more pages of what intelligence men described as "irrelevant trivia," concerning world-wide developments of which the President and his Cabinet already are aware. "You can't keep several hundred people employed for the sole purpose of writing one sentence a week," "one officer rationalized."

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A NIC in Time Saves

The spectre of another Pearl Harbor has haunted American policy-makers since that fateful day in December 1941. Finally in 1954 something was done to officially prevent a recurrence of the slipshod handling of a series of intelligence reports, which hindsight showed could have softened the impact of that Japanese raid on the U.S. Pacific Fleet. Since then, however, Parkinson's Law has taken over and the intelligence community today is riddled with organizations to prevent another such occurrence. Yet the U.S. experienced the *Liberty*, the *Pueblo* and the EC-121 incidents.

H. H. Ransom in his 1958 book *Central Intelligence and National Se-*

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